COMPENSATION IN MASS RETAILING 1985/86

Salaries & Incentives

NMRI

NATIONAL MASS RETAILING INSTITUTE

NMRI National Mass Retailing Institute

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SALARIES AND INCENTIVES

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I N T R O D U C T I O N

The National Mass Retailing Institute's 1985/86 report on salary bonuses is a comprehensive survey of compensation within the mass retailing industry.

The report is based on questionnaires completed by 74 firms, operating 13,923 discount department stores throughout the United States.

In keeping with NMRI's policy of treating all responses in total and inviolable confidence, names of responding companies have never and will never be divulged. No copies were made of the responses, and all original questionnaires were destroyed after tabulation.

The entire NMRI organization sincerely thanks all the firms that took the time to complete the survey's questionnaire. This cooperation enables members of the mass retailing industry to obtain an important comparative picture of the compensation procedures within the industry. The knowledge derived from this study aids the formulation of sound decisions and judgements.

New York
October 1986

RICHARD I.HERSH
President

ORGANIZATION

This report is organized into four sections:

SECTION I - Those firms having an annual sales volume under $150 million

SECTION II - Those firms having an annual sales volume from $150 million up to and including $400 million

SECTION III - Those firms having an annual sales volume from $400 million to $750 million

SECTION IV - Those firms having an annual sales volume over $750 million

Within each section, the specific job titles are listed in the same order as they appear in the questionnaire.

The following information is given for each job title shown:

1. 1985 Base Salary
2. 1985 Total Compensation
3. Percentage of increase or decrease of 1985 salary over 1983 salary. Depending upon the 1983 available data, the percents compare the base salaries or total salaries.
4. 1986 Base Salary (as of August 1986)

NOTE 1: Salaries are rounded off to the nearest $100. N/A means insufficient data.

NOTE 2: Some firms indicated that the decrease in salaries was the result of hiring new personnel to replace long-time personnel. The newer personnel started at much lower salaries than employees who had been working for 10 to 20 years.

SECTION ONE

ANNUAL SALES VOLUME UNDER $150 MILLION

SENIOR MANAGEMENT

POSITION	PERCENTAGE*	1985 BASE	1985 TOTAL	1986 BASE
Chairman of the Board	+9%	$ 150,300	$ 161,000	$ 167,000
President	+42%	172,500	182,000	190,200
Sr. Admin. Executive	+35%	90,000	95,850	100,000
Sr. Merchandising Executive	N/A	78,200	80,000	96,000
Sr. Operations Executive	-33%	50,000	51,000	70,000
Sr. Financial Executive	+35%	83,100	84,000	94,200
Sr. Human Resource & Organizational Development Executive	-38%	29,300	30,700	36,500

* Percentages in this section compare increase or decrease between 1983 and 1985 Total salaries.

SENIOR MANAGEMENT CON'T

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Top Real Estate Officer	-15%	$ 50,400	$ 55,300	$ 58,000
Treasurer	+45%	90,800	90,800	95,400
Controller	-23%	36,700	37,800	42,000
Sr. Legal Executive	N/A	N/A	N/A	N/A
Sr. Advertising Executive	+8%	42,000	42,000	51,200

SENIOR MANAGEMENT CON'T

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Sr. Data Processing Executive	+15%	$ 44,300	$ 45,200	$ 46,100
Sr. Distribution (Warehouse) Executive	+8%	39,800	40,100	46,000
Sr. Loss Prevention Executive	-15%	28,500	29,100	31,200
Strategic/Long Range Planning Executive	N/A	N/A	N/A	N/A
Sr. Internal Audit Executive	N/A	N/A	N/A	N/A
Internal Audit Head	N/A	20,000	20,000	22,000

FINANCIAL & EDP

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Payroll Head	+23%	$ 22,000	$ 22,000	$ 25,000
Accounts Payable Head	+25%	24,000	24,300	26,000
General Accounting Head	-33%	18,300	18,800	19,000
Senior Data Processing Executive (Page 4)				
Computer Operations Head	+4%	27,800	28,500	31,800
Systems Analyst	+23%	26,500	27,100	28,600
Training & Development Head	N/A	12,500	12,500	16,000

REAL ESTATE & CONSTRUCTION

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Store Construction Head	N/A	$ 25,000	$ 25,000	$ 38,000
Construction Project Managers	N/A	22,800	23,000	25,100

PERSONNEL

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Training & Development Head	-73%	$ 12,500	$ 12,500	$ 16,700
Benefit	+38%	28,500	29,500	30,100

ADMINISTRATION & OTHER

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Purchasing Agent	+15%	$ 38,000	$ 38,000	$ 40,000
Traffic Head	-16%	21,000	26,000	25,000
Warehouse Head	-37%	16,800	17,200	22,000

OPERATIONS

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
District Manager (Multiple)	+2%	$ 38,000	$ 39,000	$ 41,000
Senior Operations Head	(Page 2)			

MERCHANDISING

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Merchandising Executive (Page 2)				
General Senior Merchandise Manager (Multiple)	-10%	$ 51,000	$ 51,000	$ 52,000
Division/Category Mdse. Managers (Multiple)	+11%	44,900	52,500	50,800
District Manager (Multiple)	+1%	38,000	39,000	41,000
Buyers (Multiple)	+8%	29,400	31,600	31,800

STORE MANAGEMENT

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL
Store Managers			
Vol. $1-3 Million	+4%	$ 24,700	$ 27,300
Vol. $3-5 Million	-5%	26,000	29,000
Vol. $5-7 Million	+10%	32,100	34,500
Vol. $7-9 Million	N/A	N/A	N/A
Vol. Over $9 Million	+7%	44,500	48,600

STORE MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL
Assistant Managers			
Vol. $1-3 Million	0%	$ 16,900	$ 17,800
Vol. $3-5 Million	0%	18,500	19,900
Vol. $5-7 Million	+4%	23,300	25,400
Vol. $7-9 Million	N/A	N/A	N/A
Vol. Over $9 Million	+12%	27,300	29,000
Department Managers (Multiple)	N/A	11,800	11,900
Senior Merchandise Manager (Multiple)	N/A	51,000	51,000

SECTION TWO

ANNUAL SALES VOLUME $150 MILLION TO $400 MILLION

SENIOR MANAGEMENT

POSITION	PERCENTAGE*	1985 BASE	1985 TOTAL	1986 BASE
Chairman of the Board	+48%	$ 239,000	$ 248,000	$ 246,200
President	+21%	221,800	330,200	225,100
Sr. Admin. Executive	+83%	188,200	188,200	188,200
Sr. Merchandising Executive	-12%	85,400	117,200	101,000
Sr. Operations Executive	+2%	83,400	102,000	85,600
Sr. Financial Executive	+27%	80,400	107,000	85,700
Sr. Human Resource & Organizational Development Executive	+38%	62,400	68,700	70,100

* Percentages in this section compare increase or decrease between 1983 and 1985 Total salaries

SENIOR MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Top Real Estate Officer	-19%	$ 50,600	$ 71,900	$ 60,100
Treasurer	N/A	55,000	55,000	55,000
Controller	+4%	48,800	75,000	52,900
Sr. Legal Executive	N/A	64,300	66,000	70,000
Sr. Advertising Executive	+12%	58,000	64,000	63,500

SENIOR MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Sr. Data Processing Executive	+28%	$ 60,200	$ 75,400	$ 79,400
Sr. Distribution (Warehouse) Executive	+25%	50,100	57,400	51,200
Sr. Loss Prevention Executive	+42%	51,600	52,000	54,400
Strategic/Long Range Planning	-3%	58,100	58,100	58,900
Sr. Internal Audit Executive	N/A	N/A	N/A	N/A

FINANCIAL & EDP

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Financial Executive (Page 14)				
Treasurer (Page 15)				
Controller (Page 15)				
Internal Audit Head	+4%	$ 28,600	$ 31,300	$ 32,500
Tax Department Head	N/A	N/A	N/A	N/A
Budget Control Head	+2%	32,000	34,800	37,100
Credit/Collection	N/A	30,000	30,000	30,000

FINANCIAL & EDP CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Payroll Head	-4%	$ 23,100	$ 26,000	$ 26,000
Accounts Payable Head	+3%	26,000	27,000	27,800
General Accounting Head	+14%	33,000	33,000	35,400
Senior Data Processing Executive (Page 16)				
Computer Operations Head	-2%	30,500	31,600	32,000
Systems Analyst & Programming Head	+16%	36,500	37,000	38,100
EPOS Head	+11%	29,700	31,300	32,100

REAL ESTATE & CONSTRUCTION

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Real Estate Head (Page 15)				
Store Planning & Fixture Head	-11%	$ 42,000	$ 43,500	$ 45,100
Store Construction Head	+44%	39,700	40,100	39,000
Construction Project Manager	N/A	29,000	29,700	31,000
Real Estate Negotiation Head	N/A	34,300	36,0[illegible]	39,100
Real Estate Rep. (Multiple)	N/A	23,000	23,700	25,800

PERSONNEL

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Human Resource & Organizational Development Executive (Page 14)				
Training & Development Head	N/A	$ 33,500	$ 34,000	$ 36,100
EEO Head	N/A	N/A	N/A	N/A
Employee/Union Relations	N/A	23,800	34,000	30,900
Benefit	N/A	23,100	23,100	23,100
Compensation	N/A	N/A	N/A	N/A
Employment/ Recruitment	+10%	34,500	35,500	34,500
Regional Personnel Manager (Multiple)	-14%	32,000	36,700	34,100

ADMINISTRATION & OTHER

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Purchasing Agent	+27%	$ 35,400	$ 35,400	$ 36,000
Senior Manual Systems Executive	N/A	N/A	N/A	N/A
Traffic Head	+20%	36,000	36,200	36,100
Warehouse Head	+7%	32,100	32,100	32,300

OPERATIONS

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Operations Head (Page 14)				
Regional Manager (Multiple)	+36%	$ 61,200	$ 68,000	$ 56,200
Regional Mdse. Mgr. Hardlines	N/A	N/A	N/A	N/A
Regional Mdse. Mgr. Softlines	N/A	N/A	N/A	N/A
District Manager (Multiple)	+17%	40,000	48,100	41,600

MERCHANDISING

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Merchandising Executive (Page 14)				
General Senior Merchandise Manager (Multiple)	N/A	$ 78,600	$ 83,500	$ 83,800
Division/Category Mdse. Managers (Multiple)	+11%	50,100	58,900	51,700
District Manager	N/A	38,800	55,500	42,400
Buyers (Multiple)	N/A	30,300	32,500	32,100

STORE MANAGEMENT

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL
Store Managers			
Vol. $1-3 Million	+18%	$ 32,300	$ 32,500
Vol. $3-5 Million	+5%	34,000	38,700
Vol. $5-7 Million	+15%	35,600	38,300
Vol. $7-9 Million	+5%	37,600	41,500
Vol. Over $9 Million	+4%	42,800	50,100
Assistant Managers			
Vol. $1-3 Million	-5%	16,800	19,500
Vol. $3-5 Million	+5%	20,600	21,800
Vol. $5-7 Million	+10%	21,500	22,700
Vol. $7-9 Million	+4%	20,700	22,500
Vol. Over $9 Million	+8%	25,800	26,900

STORE MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL
Department Heads			
Vol. $1-3 Million	N/A	$ 15,500	$ 15,500
Vol. $3-5 Million	+7%	16,100	16,800
Vol. $5-7 Million	+1%	17,900	17,900
Vol. $7-9 Million	+11%	18,100	19,500
Vol. Over $9 Million	N/A	18,800	20,800

SECTION THREE

ANNUAL SALES VOLUME $400 MILLION TO $750 MILLION

SENIOR MANAGEMENT

POSITION	PERCENTAGE*	1985 BASE	1985 TOTAL	1986 BASE
Chairman of the Board	+13%	$ 271,000	$ 455,000	$ 315,200
President	+22%	251,200	361,100	279,000
Sr. Admin. Executive	+15%	147,000	205,200	148,800
Sr. Merchandising Executive	-24%	106,000	120,700	126,500
Sr. Operations Executive	+4%	123,700	162,400	134,000
Sr. Financial Executive	+11%	122,300	144,400	123,500
Sr. Human Resource & Organizational Development Executive	+20%	96,700	116,200	117,300

* Percentages in this section compare increase or decrease between 1983 and 1985 Total salaries

SENIOR MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Top Real Estate Officer	+24%	$ 102,500	$ 136,000	$ 109,100
Treasurer	+2%	65,100	68,000	71,000
Controller	-26%	58,200	64,300	64,700
Sr. Legal Executive	N/A	88,000	106,200	94,100
Sr. Advertising Executive	-8%	76,000	93,000	79,100

SENIOR MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Sr. Data Processing Executive	+9%	$ 89,400	$ 103,200	$ 95,100
Sr. Distribution (Warehouse) Executive	+6%	80.000	96,000	87,000
Sr. Loss Prevention Executive	+4%	59,000	62,500	63,200
Strategic/Long Range Planning	+1%	94,400	95,000	91,200
Sr. Internal Audit Executive	+88%	63,200	70,900	72,400

FINANCIAL & EDP

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Financial Executive (Page 27)				
Treasurer (Page 28)				
Controller (Page 28)				
Internal Audit Head	+1%	$ 41,500	$ 43,400	$ 40,100
Tax Department Head	+9%	37,800	39,100	42,600
Budget Control Head	+35%	56,700	58,200	54,000
Credit/Collection Head	N/A	44,700	51,300	51,500

FINANCIAL & EDP CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Payroll Head	+9%	$ 32,500	$ 32,500	$ 33,300
Accounts Payable Head	+5%	40,100	41,500	42,000
General Accounting Head	+11%	41,300	43,000	44,200
Senior Data Processing Head (Page 29)				
Computer Operations Head	+8%	42,400	47,300	48,000
Systems Analyst & Programming Head	+58%	52,100	55,600	62,400
Senior Programmer	N/A	N/A	N/A	N/A
EPOS Head	N/A	44,100	38,900	51,400

REAL ESTATE & CONSTRUCTION

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Real Estate Head	N/A	$ 40,800	$ 41,500	$ 42,000
Real Estate Negotiation Head	N/A	60,000	60,000	60,000
Store Planning & Fixture Head	-27%	45,400	46,000	48,700
Store Construction Head	+23%	55,000	55,000	63,000
Construction Project Manager	N/A	34,300	36,500	38,100

PERSONNEL

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Human Resource & Organizational Development Executive (Page 27)				
Training & Development Head	0%	$ 42,000	$ 44,100	$ 45,000
EEO Head	N/A	53,000	53,000	63,000
Employee/Union Relations	N/A	49,000	49,000	53,400
Benefit	+10%	32,500	32,500	37,000
Compensation	0%	31,800	32,200	35,000
Employment/ Recruitment	+28%	46,100	46,500	53,000
Regional Personnel Managers	+32%	41,300	49,800	47,300

ADMINISTRATION & OTHER

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Purchasing Agent	+9%	$ 35,600	$ 35,600	$ 39,100
Senior Manual Systems Exec.	+9%	39,100	39,100	45,000
Traffic Head	+5%	42,800	44,300	44,500
Warehouse Head	-13%	41,000	41,200	40,000

OPERATIONS

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Operations Head (Page 27)				
Regional Manager	-13%	$ 72,300	$ 85,400	$ 63,000
Regional Mdse. Mgr. Hardlines	N/A	N/A	N/A	43,100
Regional Mdse. Mgr. Softlines	-13%	45,000	49,500	52,400
District Manager	+7%	45,300	48,900	47,700

MERCHANDISING

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Merchandising Executive (Page 27)				
General/Senior Merchandise Manager (Multiple)	0%	$ 89,500	$ 99,500	$ 100,700
Division/Category Mdse. Manager (Multiple)	+1%	70,500	77,100	77,200
Buyers (Multiple)	+2%	38,300	43,000	42,100

STORE MANAGEMENT

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL
Store Managers			
Vol. $1-3 Million	+18%	$ 26,500	$ 26,500
Vol. $3-5 Million	+18%	39,500	39,500
Vol. $5-7 Million	+14%	43,200	44,000
Vol. $7-9 Million	N/A	40,100	42,400
Vol. Over $9 Million	+18%	44,200	45,000
Assistant Managers			
Vol. $1-3 Million	N/A	N/A	N/A
Vol. $3-5 Million	+10%	23,200	27,500
Vol. $5-7 Million	N/A	N/A	N/A
Vol. $7-9 Million	N/A	N/A	N/A
Vol. Over $9 Million	N/A	N/A	N/A
Department Heads	N/A	N/A	N/A

SECTION FOUR

ANNUAL SALES VOLUME OVER $750 MILLION

SENIOR MANAGEMENT

POSITION	PERCENTAGE*	1985 BASE	1985 TOTAL	1986 BASE
**Chairman of the Board	+1%	$ 395,000	$ 434,700	$ 420,100
**President	+9%	311,000	423,800	347,200
Sr. Admin. Executive	+13%	174,500	221,000	191,000
Sr. Merchandising Executive	+11%	205,600	230,400	227,000
Sr. Operations Executive	0%	148,900	163,900	152,600
Sr. Financial Executive	+11%	123,400	153,800	132,400
Sr. Human Resource & Organizational Development Executive	+4%	118,700	129,800	121,500

* Percentages in this section compare increase or decrease between 1983 and 1985 Total salaries.

** For these two positions, one store reported a salary of $67,500 which was not averaged into the total.

SENIOR MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Top Real Estate Officer	-4%	$ 112,700	$ 125,600	$ 113,200
Treasurer	+33%	97,200	114,200	104,000
Controller	-4%	81,200	85,300	78,900
Sr. Legal Executive	+18%	118,200	130,500	126,000
Sr. Advertising Executive	+10%	101,500	108,600	103,500

SENIOR MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Sr. Data Processing Executive	+11%	$ 80,300	$ 98,000	$ 89,000
Sr. Distribution (Warehouse) Executive	+13%	95,700	108,000	102,000
Sr. Loss Prevention Executive	-20%	62,000	76,100	75,200
Strategic/Long Range Planning Executive	-4%	65,400	69,700	65,800
Sr. Internal Audit Executive	+17%	88,000	98,100	97,000

FINANCIAL & EDP

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Internal Audit Head	+21%	$ 46,500	$ 50,000	$ 48,000
Tax Department Head	-20%	43,400	49,500	49,000
Budget Control Head	-11%	49,400	51,300	49,500
Credit/Collection Head	-9%	52,100	52,100	53,700

FINANCIAL & EDP CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Payroll Head	+9%	$ 35,600	$ 38,100	$ 37,000
Accounts Payable Head	+17%	48,700	53,100	53,700
General Accounting Head	-13%	42,100	47,200	45,600
Computer Operations Head	+23%	55,600	61,200	58,100
Systems Analyst & Programming Head	+71%	53,700	63,100	61,200
E.P.O.S. Head	+35%	42,100	44,500	46,100

REAL ESTATE & CONSTRUCTION

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Real Estate Negotiation Head	+40%	$ 80,700	$ 94,000	$ 83,500
Store Planning & Fixture Head	+26%	59,100	63,200	63,000
Store Construction Head	-18%	49,500	53,200	52,700
Real Estate Representative (Multiple)	N/A	55,600	58,200	60,200
Construction Project Manager (Multiple)	N/A	31,500	33,800	34,500

PERSONNEL

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Human Resource & Organizational Development Executive (Page 39)				
Training & Development Head	+20%	$ 54,000	$ 56,100	$ 55,000
EEO Head	+36%	53,300	55,800	56,400
Employee/Union Relations	+11%	59,000	63,500	62,400
Benefits Head	+14%	40,100	41,300	42,500
Compensation	-4%	43,200	45,700	46,300
Employment/ Recruitment	+9%	48,000	51,600	49,800
Regional Personnel Managers (Multiple)	+16%	42,500	43,100	43,400

ADMINISTRATION & OTHER

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Purchasing Agent	+19%	$ 43,300	$ 44,800	$ 45,000
Senior Manual Systems Executive	+39%	51,200	52,600	55,300
Traffic Head	+33%	51,400	56,500	53,400
Warehouse Head (Multiple)	+11%	49,600	53,100	52,800

OPERATIONS

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Operations Head (Page 39)				
Regional Manager (Multiple)	+4%	$ 72,300	$ 94,600	$ 76,100
Regional Mdse. Mgr. Hardlines	N/A	56,100	75,000	60,200
Regional Mdse. Mgr. Softlines	N/A	59,000	85,100	63,800
District Manager (Multiple)	+30%	55,800	73,700	56,500

MERCHANDISING

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL	1986 BASE
Senior Merchandising Executive (Page 39)				
General/Senior Mdse. Managers (Multiple)	+14%	$ 108,700	$ 124,800	$ 116,500
Division/Category Mdse. Managers (Multiple)	+34%	82,500	98,900	74,200
Buyers Hardlines	+18%	47,300	56,400	48,900

STORE MANAGEMENT

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL
Store Managers			
Vol. $1-3 Million	N/A	$ 24,000	$ 27,200
Vol. $3-5 Million	+15%	31,700	35,400
Vol. $5-7 Million	+10%	32,800	35,700
Vol. $7-9 Milion	+10%	34,700	36,100
Vol Over $9 Million	+35%	49,000	49,300
Assistant Managers			
Vol. $1-3 Million	+11%	21,500	23,800
Vol. $3-5 Million	+10%	23,000	24,800
Vol. $5-7 Million	+9%	24,300	27,000
Vol. $7-9 Million	+4%	24,700	25,100
Vol. Over $9 Million	+8%	28,600	29,200

STORE MANAGEMENT CON'T.

POSITION	PERCENTAGE	1985 BASE	1985 TOTAL
Department Heads			
Vol. $1-3 Million	N/A	N/A	N/A
Vol. $3-5 Million	N/A	$ 22,500	$ 22,500
Vol. $5-7 Million	N/A	20,500	20,500
Vol. $7-9 Million	N/A	16,900	16,900
Vol. Over $9 Million	-5%	18,400	18,800